



UNITED STATES MARINE CORPS
5TH MARINE REGIMENT
1ST MARINE DIVISION
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From: Commanding Officer
To: Distribution List

Subj: TRAINING GUIDANCE

Our Regiment is not only responsible for manning, training, and equipping battalions, detachments and individuals for deployment in support of our national security needs, it must also be ever ready to deploy as a cohesive fighting organization in support of crisis or contingency when the nation calls...and it will call. Underlining both of these requirements is the foundation of personal and professional development of every Marine and Sailor of the Regiment. Stronger and better prepared individuals make stronger and better prepared units.

Understanding that each of the Regiment's respective battalions may deploy in support of other commands requiring unique skill sets, we must balance Regimental requirements with those required of accepting units. As such, commanders have the discretion to develop training plans that meet their respective mission requirements using this "training guidance" as a general guideline.

There is no higher priority for our regiment than ensuring that we utilize every opportunity available to provide tough, realistic, and relevant training that will assist us in accomplishing our mission and ensuring the welfare of our Marines/Sailors by bringing them home alive.

The following principles are directive in nature and will be used to guide the planning and execution of training in the regiment.

1. TRAINING RESPONSIBILITY. I am the Training Officer for the Regiment and all leaders from battalion commanders through fireteam leaders are the training officers for their respective units. Commanders/leaders are responsible, and will be held accountable, for every aspect of the training of their units. This responsibility will not be delegated.

2. SUPERVISION OF TRAINING. All leaders should be involved in the training process. The engaged leadership of our regiment will ensure training is planned in detail, coordinated; plans are published and disseminated, executed in accordance with the plan, critiqued, documented, and supervised by our physical presence and involvement in every step of the process. Mission type orders and trust tactics are critical in developing our small unit leaders; however they do not provide an excuse for leaders to sit back, while their subordinates conduct "independent" operations in order to grow. The leaders of this regiment should be present during all training to coach, mentor, and critique subordinates and to ensure firsthand knowledge of the readiness of their units.

3. PARTICIPATION IN TRAINING. Every Marine/Sailor in the regiment should aggressively train in preparation for possible deployment to a combat zone. Commanders/leaders will supervise to ensure that all distracters that pull Marines/Sailors away from training are cancelled, rescheduled, or minimized. Although headquarters units have responsibilities above and beyond training, they too should execute training plans that instill weapons proficiency, tactical prowess, and independent thought. There is rarely a rear area in today's fights. Any Marine/Sailor in the regiment may be called on to conduct a number of different tactical tasks in a combat environment. They must be ready.

4. COMMAND AND CONTROL. The regiment and battalion staffs should train to conduct command and control of their respective units in any environment, or setting. This will require the staffs to be proficient in running main, forward, and jump command posts from hardened structures, tents, AAVC-7, HMMWVs/NOTM, aviation assets, or foot. In addition, units should ensure that they seamlessly integrate all reinforcements to maximize the capabilities they bring to the fight.

5. TRAINING METHODOLOGY. The following methodology should be used in training our Marines/Sailors:

- (1) Preparation and coordination (detailed mission planning)
- (2) Training orientation and instruction (information and issuance of orders)
- (3) Practical application and coaching (inspections and rehearsals)
- (4) Practical exercise and coaching (Situation and Field Training Exercises (STX/FEX))
- (5) Testing, evaluation, and coaching (mission execution)
- (6) Debrief and critique (after action review and constructive criticism)
- (7) Remediation (corrective training)

Classroom instruction should be kept to a minimum. Our Marines/Sailors will learn faster and retain more by getting hands-on application of what they are being taught. Repetition and reinforcement of learned skills will also ensure greater proficiency.

6. PROGRESSIVE "BUILDING BLOCK" APPROACH TO TRAINING. Training should start at the individual level and systematically work through the 1000-8000 series of collective training skills from the crew/fireteam through regiment levels. Mastery of identified skills should be demonstrated through evaluation prior to progressing to the next level.

7. TRAINING OBJECTIVES. Unit training will be driven by the guidance provided by I/III MEF MEU Training Orders, Division Orders, the MEB Training Continuum, this letter of guidance, mission requirements and unit's analysis of the individual, collective, and Mission Essential Tasks (MET) required to accomplish their respective missions. All battalion training objectives, tasks, and standards broken down by training block will be determined by commanders/leaders as part of detailed planning and published under separate correspondence prior to the commencement of training.

8. TRAINING SCHEDULES. Training schedules should be specific and include the date, time, event, location, instructor/leader, standards training to, and reference at a minimum for each training event. Company and below schedules will be detailed and include all of the sub-tasks needed to accomplish a general task (i.e. formation, gear inspection, armory draw and movements, etc.). Training schedules should be published both verbally at daily formations and posted on troop information boards at the barracks and company areas. Commanders have the discretion to adjust training schedules as needed. Quarterly training plans will be published 30 days prior to the start of the quarter and a monthly training plan for the regiment will be

published a minimum of 7 days prior to the start of the month to ensure sufficient time to schedule training areas/ranges and submit requests for logistical support.

9. BATTLE RHYTHM. Field training should only be conducted between Tuesdays and Friday mornings (i.e. movement out of the field) unless otherwise required due to range availability and/or mission requirements and approved by battalion commanders. Mondays should be used for field preparation, instruction, maintenance and administration, medical, and dental appointments. Fridays should be used for administration, accountability, maintenance, and PME. Any weekend training requires the approval of battalion Commanders. Commanders/leaders should ensure that they effectively use every opportunity to train and that no time is wasted. There is training value in every undertaking a unit conducts from marching to chow to a Battalion Field Exercise (FEX). Multiple training objectives should be met in every training event; however the focus should be on quality and not quantity.

10. BE PREPARED TO TRAIN AND OPERATE. Every Marine in the regiment will have the following items with them when training and/or operating in garrison, or the field.

- Note taking material
- wristwatch
- compass (wrist compass suffices)

In addition to the above items, unit leaders will always have the following items.

- Map of the area of operation
- Orders format
- Comm plan and form of communications

11. PLAN AND TRAIN THE WAY YOU EXPECT TO FIGHT. In order to maximize training opportunities, every field training event should be conducted like an actual operation and should be scenario driven. Camp San Mateo will be treated as a Base Camp/Assembly Area. The regiment and battalions will establish procedures to battle track down to the squad level for battalions and down to the platoon level for the Regiment at their respective headquarters 24-hours per day. The Regiment will pull information from battalions as required. Any unit from the squad level that departs the "Base Camp/AA" in order to conduct training should complete the following tasks:

- Complete Pre-Mission Checklist (to be published)
- Conduct mission planning (routes, fires, CASEVAC, objective minimum)
- Receive S-2/Co Intel Rep Intel brief and debrief upon return to the base camp/AA
- Write and issue an order with accompanying Operational Risk Management (ORM) assessment. (copies provided to next higher commander/leader)
- Conduct precombat checks/inspections (personnel, equipment, vehicles)
- Conduct rehearsals of immediate action drills and critical tasks to be performed
- Conduct comm. checks with all comm. assets (every leader and vehicle with CEOI)
- Provide roster of personnel, and serialized list of gear/equipment departing AA to COC
- Check in/out and call in checkpoints to COC during movement

The intent is to develop SOPs and habits that will become second nature by the time units deploy, which may be with little to no notice. Failure to conduct, or "brush over" these simple tasks in combat has proven to result in killed and injured Marines and Sailors.

12. MAINTAIN A TACTICAL MINDSET. When feasible, our Marines should remain tactical when they depart the base camp/AA and the training event supports it. When practical, all movements (foot, motorized, mech, or helo) should be conducted tactically. The use of administrative bivouacs in the field should be minimal. Defensive positions/perimeters should be established with comm., patrols, and LP/OPs. Units should aggressively train at night, while

ensuring that training can be conducted safely (i.e. sufficient rest to safely conduct live fire training). Security and Guardian Angel plans should always be conducted (i.e. during AAR). Dispersion and observation skills should be continually reinforced and continuing actions supervised to ensure that good habits are formed. Realism should be inserted into training events to reinforce their tactical nature. Force-on-force, role players, assessed casualties, intentional friction, lack of information, unexpected movements, etc. should be utilized to help develop leader's problem solving skills and ability to operate in uncertain and chaotic environments. Leaders have the discretion to call "educational pauses" to hold hot washes, periods of instruction, etc. when they deem necessary.

13. BRIEFING REQUIREMENTS. Unit leaders at the battalion level will brief their next immediate supervisor in the chain of command before conducting any training event. Each leader is required to publish, issue, and disseminate an order that supports their training. A copy of the order and an accompanying Operational Risk Assessment (ORA) assessment must be provided to the next leader in the chain of command. All live fire training must be briefed to, and approved by, battalion commanders. Battalion commanders will brief the Regimental Commander on any company, or battalion level live fire events.

14. WEARING OF EQUIPMENT. Commanders have the discretion to establish Personal Protective Equipment (PPE) requirements based on mission needs. However, units should establish a single standard for wear for each respective mission profile. Gas mask will be worn on an as needed basis. Weapons should be carried at all times. Muzzle awareness and weapons safety should be constantly stressed.

15. OPERATIONAL RISK ASSESSMENT (ORA). ORA will be completed for all training events and briefed to all hands present for training. ORA should include preparation for travel to and from training, and include the individual and equipment maintenance that occurs after a training evolution. ORA will be part of the orders process. No shortcuts will be taken in regards to safety.

16. EVALUATION AND DOCUMENTATION. Unit commanders/leaders are responsible for evaluating their immediate subordinates. I will evaluate battalions with the assistance of the regimental staff and so on down the chain of command to the fireteam level. Evaluation checklists based on required training standards will be utilized for evaluation and documentation purposes during block training. Each level of command is responsible for maintaining training records on their respective units and reporting required information when needed.

17. PROFESSIONAL MILITARY EDUCATION/CAREER PROGRESSION SCHOOLS. All 03xx Squad Leaders are required to attend the Advanced Infantry Course (AIC), or equivalent MOS advanced course (Mortar, Machinegun, Assault, Misslemen) and all 0369 Platoon Sergeants are required to attend the Infantry Unit Leaders Course (IULC) prior to deploying starting in Jan 14. These career progression schools will take precedence over resident EPME and should be conducted at the beginning of the training cycle when possible. Although EPME can be completed as a nonresident course, efforts should be taken to send Marines to the resident courses once their respective mandatory course is complete and as the training schedule permits. Efforts should be made to send all other MOSs to resident PME as schedules permit.

18. REGIMENTAL PME/SMALL UNIT LEADER DEVELOPMENT PROGRAM. The Regiment will conduct mandatory in-house PME/Small unit leader development every Friday afternoon. The intent of this time will be to give time back to small unit leaders to work on their

unit's assessed weaknesses and to strengthen unit cohesion. Battalions/HQ Co will commence Friday PMEs only after serialized inventories/sight counts are complete, but should commence NLT 1400 (accountability has priority). PMEs will only be conducted within the confines of Camp Pendleton, unless approval is granted by a Battalion Commander to go off base. Social/Unit cohesion time is encouraged following the formal portion of PME. Alcohol consumption is authorized for those of age, but Marines/Sailors must drink responsibly. Those who break the law will be held accountable. The regiment will hold combined SNCO/Officer PMEs once per quarter IAW a schedule published by the S-3. It is the battalion commanders' discretion how all other Fridays are used.

19. PROFESSIONAL READING AND WRITING PROGRAMS. Communications in verbal and written form are critical to successful leadership. In addition, professional reading provides a base of knowledge from which to develop discernment and professional judgment. As such, every Marine/Sailor in the Regiment will read a professional book and/or journal (Marine Corps Gazette/Leatherneck) a minimum of once per quarter. The Commandant's Reading list is a good reference for recommended books, but any professional material will suffice. In addition, the Regiment will implement a professional writing program in which every Marine/Sailor will produce a professional written product a minimum of once per quarter. Products can include book reports, SOPs, articles for publish, or other products as approved by unit leaders. Products may be written by individuals, groups, or units. The Regiment will hold writing competitions once per quarter to incentivize Marines/Sailors in producing professional products for publishing.

20. PHYSICAL FITNESS. Marines/Sailors of the regiment will conduct unit PT in green-on-green PT uniforms, or boots and utilities commencing at 0630 every day they are in camp, unless otherwise directed. PT should be led and supervised by small unit leaders. Every PT session should include stretching, stamina, and strength training in some form. It should be challenging and focused on preparing our team for combat. Organized sports (baseball, football, basketball, racket ball, etc.) should generally not be used for unit PT, but may be included in a training schedule to develop competition amongst units and unit cohesion. Units should also become conditioned by conducting tactical hikes to any training event that is 10 miles, or less, from their point of origin.

21. INTELLIGENCE TRAINING. Every Marine/Sailor of the regiment is a collector of information that could have intelligence value. As such, we will integrate intelligence training into all aspects of our training. All Marines will receive instruction on the different type of collection assets available to their respective units, with the understanding that they are the best asset for collection we have. We will exercise this by having S-2 Sections publish weekly collection plans that will be provided to commanders at weekly Ops/Intel briefs. These plans will provide guidance on certain persons, terrain, or other items that units want collected on in Camp Pendleton. The intel collection plan will become part of an integrated plan that is linked to existing unit training schedules in order to develop our Marines' observation skills. This will be reinforced by Company Intel Reps who conduct briefs/debriefs of units conducting field training. Consideration should also be made to integrating language training focused on the regions units are expected to deploy to into training exercises.

22. MARKSMANSHIP TRAINING. Every Marine/Sailor in the regiment will be proficient in the use of their personal weapon in day and night time engagements. They should know how to BZO/Zero their weapons with/without optics and demonstrate their proficiency in the use of the IAR, M240B, and M2 (live fire desired, but not required depending on ammo allocations. ISMT used as alternative). Marksmanship training should be realistic and simulate combat conditions

(i.e. unknown distance, 50-300m shots, fleeting targets that only expose their sides). All Marines should know how to give/use fire commands (ADDRAC). 0331s, 0341s, and 0351/2s will maintain MOS proficiency in accordance with Marine Corps directives.

23. COMBINED ARMS TRAINING. Every Marine in the regiment should learn to call for mortar, artillery, and air support (CASEVAC and CAS). We will maximize the use of training aids such as sand tables, TSFO, the CAST Trainer, Call for Fire software, and live fire training. We should also become proficient in tank infantry integration and in the employment of snipers as part of the combined arms team. Each company will establish and train their own FIST. Battalion Fire Support Coordinators will be responsible for developing training plans that consolidate FISTs to ensure training efficiency and standard practices throughout their respective battalions. The Regimental Fire Support Officer and Air Officers will provide oversight and assistance to battalions and continually refine regimental fire support SOPs.

24. CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR (CBRN) TRAINING. CBRN training has been neglected during the wars in Iraq and Afghanistan. However, as recent events in the Middle East demonstrate, the threat of having to operate in a CBRN environment is still very real. CBRN training should be integrated into existing training plans to ensure our ability to continue functioning in this environment. This training must go beyond the annual gas chamber requirement and include all aspects of CBRN operations.

25. MEDICAL TRAINING. Every Marine/Sailor in the regiment should complete the Combat Lifesaving Course (CLS). Efforts will also be made to send select corpsmen and Marines to advanced (i.e. OEM, EMT) medical courses and to local trauma centers to become familiar with the types of injuries that we may be confronted with in combat. Casualties ("Cherry Pickers") should be assessed in training event in order to ensure that 1st Aid, CASEVAC, reporting, and notification procedures become second nature.

26. MAINTENANCE AND TRAINING. Maintenance, like training, is continuous. Although Mondays and Fridays provide some time to conduct maintenance, there are many other tasks that must also be accomplished on these days. Although motor stables are good, they alone do not suffice. We will not have the luxury of having maintenance stand downs in combat. Our vehicles, weapons, gear, and equipment will be in constant use. We must learn to integrate maintenance plans in the field as part of our training/operation plans. The maintenance of our weapons and equipment will always be accomplished before our personal maintenance.

27. TACTICAL VEHICLE TRAINING. Units should deploy with sufficient tactical vehicle drivers to provide maximum flexibility and ample replacements if drivers become casualties. This will require every unit's support in preparing the best-qualified personnel to become drivers and releasing them from other duties to attend training. The investment unit's make in garrison now will pay dividends on deployment. Driving tactical vehicles requires seasoned Marines who can make split second decisions without hesitation. For this reason, units should attempt to fill their driver requirements with Marines that have completed at least one deployment. The regiment will work to ensure sufficient instructors and assets to support driver training throughout.

28. HIP POCKET CLASSES. Leaders at every level of the regiment should be prepared to conduct Hip Pocket/opportunity training if the need arises. Input from all levels of command at the company should be solicited for developing a standard list of subjects that unit leaders must be prepared to teach. This list should be disseminated in order to allow leaders ample time to

prepare classes in advance. The focus of this training should be practical application of a skill, rather than lecture.

29. **NO EXCUSES.** Leaders will always be faced with many challenges that will seem to detract from our ability to train such as being short of personnel, ammo, training areas/ranges, equipment sets, etc. None of these are acceptable excuses. Marines are taught to adapt and overcome. We will continue to train regardless of what challenges or hurdles we must overcome. Innovation, creativity, and effort will always find a way. Find a solution and make it happen.

The implementation of the above principles will require work on every Marine/Sailor's part. They may appear to detract from valuable training time on the surface, but on the contrary every item above is training. Properly planning and executing aggressive, realistic and tough training will develop the habits in our team that will lead to mission accomplishment and getting our people home alive. Failure to do so leads to poorly supervised and disorganized training that wastes time, demotivates Marines, and leads to apathetic attitudes and bad habits. Keep the training interesting, imaginative, challenging, and fun. The young men in the regiment joined the Marine Corps and Navy, because they wanted to be one of the best. Let's make them that way.

God Bless and Semper Fidelis,

J.Q. BOHM